Solicitation Number: SCC060001-A1

Statewide Research and Survey Services

Category 3.1.7. Needs Assessments

Solicitation Due Date:
September 30, 2005

Submitted to:
Strategic Contracting Centers
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Phoenix, Arizona 85007

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Experience and Expertise—3.1.7. Needs Assessments

Overview of Experience and Expertise

LeCroy & Milligan Associates, Inc. (LMA) has the breadth of experience and a service philosophy that is wellsuited to the variety of services requested in the solicitation . For the past 14 years, LeCroy & Milligan Associates has provided research, evaluation, planning and training services for state, federal and local agencies in a variety of project areas.

The combined personnel of our organization provide a unique balance of individuals that have the analytical, statistical, and substantive expertise to respond to the demands of the RFP and produce exceptional consultation and project services. Project teams are formed to include staff members whose unique experience is most needed by a particular project.

Our staff comprise a multi-disciplinary team with professional backgrounds in psychology, social work, public health, juvenile justice, education, public administration, family studies, and management information systems. Our staff's backgrounds include *direct* program development and administrative experience as well as *consultation* in research. This experience enables us to understand the *practical and practice* issues involved in human services. Also, our work is not dependent on one person but rather involves an entire team to provide the service or product. This provides clients with additional assurance that our work will be completed in a timely and efficient manner.

We have a staff of 21 full-time and 2 part-time employees that work efficiently and effectively in designing and carrying out research, planning, and consultation projects. Because we use a team approach in our work, the burden does not fall exclusively on one evaluator to complete work, and thus we can be efficient and timely in our work. Our team includes:
1 President/Evaluator, MSSW
1 Executive Director/Evaluator, PhD
5 Evaluation Associates, Master's Degrees and PhDs
3 Evaluation Specialists, BA
1 Computer Systems Manager, BS
1 Business/Operations Manager
3 Data Entry Specialists
7 Quality Assurance & Training Team Members, 3 Master's Degrees

LeCroy & Milligan Associates maintains a well-established office in Tucson, Arizona. The offices are connected with a local area computer network with state-of-the-art word processing equipment, and use Microsoft products, SPSS, Epi-Info, ArcView GIS mapping software, and Dreamweaver software. We also have access to large mainframe computers when needed. Our computer and personnel capacity and experience allows us to process and enter large data sets if needed. Our office has a conference room available for meeting and training when needed. We have a large library of evaluation, prevention and training materials. We have two fax machines to receive documentation and we are available by phone, fax, or email.

Our staff have access to numerous on-line and library resources for reference needs. We have DSL Internet connections with virus and security protection updated regularly. We maintain three websites and regularly post reports, written materials, training materials, and relevant links. We have developed a web platform for training modules used nationally. We use Dreamweaver software for creating secure web-based access for online data collection.

Experience and expertise in Needs Assessment

LeCroy & Milligan Associates has extensive experience in developing and conducting needs assessments and technical assistance with community groups. Some projects are highlighted below.

<u>Nevada Department of Health Services *Real Choices* Needs Assessment (2004-2005)</u> LeCroy & Milligan Associates recently completed a project for the state of Nevada, a needs assessment of the health care systems serving children with special health care needs (CSHCN) . This project included an extensive survey and assessment of current and past service delivery models and planning approaches that have implemented in Nevada and other states. In order to complete this task we examined and contrasted existing models, frameworks and literature . Major needs, assets and changes in the delivery of services were reflected in this assessment, with the information being used by state agency planners for improving the Nevada systems. The multi-method assessment included a literature review, gathering of secondary source data, surveys of providers and consumers, focus groups with providers and consumers, key informant interviews, and workshops and reports for disseminating results.
Key Staff: Pat Canterbury, Allison Titcomb, April Hizny, Allyson LaBrue

<u>United Way of Tucson and Southern Arizona (2003-present)</u>. LeCroy & Milligan Associates is currently engaged in needs assessment activities with the United Way of Tucson and Southern Arizona to assist the United Way Impact Councils with strategic program planning . Under this contract, we meet regularly with council directors and community volunteers to formulate needs assessment plans for four impact areas: after-school care for youth, domestic violence programs, basic needs services, and senior care providers**.**
Key Staff: Allison Titcomb, Pat Canterbury, April Hizny, subcontractor FMR Associates, Inc.

In our <u>Altar Valley State Incentive Grant evaluation (2000-2003)</u> we worked closely with the Community Substance Abuse Advisory Committee which is comprised of school staff, community members (parents and youth) and behavioral health providers to develop and implement a needs assessment regarding services and needs during after school time. Our staff worked closely with this group in the survey design and interpretation of results.
Key Staff: Allison Titcomb, Kerry Milligan

In the <u>Family Violence Assessment Project (2002)</u> for the Governor's Community Policy Division for Prevention of Family Violence, we conducted an in-depth analysis of service systems, assets and needs of communities in order to plan for service delivery in a strategic manner. The development of the needs assessment focus was a joint process with the Division staff and other partner agencies' input. The study included a summary of research and best practices literature, in depth interviews with Family Advocacy Center staff, analysis of

documents, and site visit observation. The first phase of the effort provided a descriptive analysis of current practices, strengths, needs of the centers and provided recommendations for steps in building a coordinated community response to domestic violence.
Key Staff: Kerry Milligan, Craig LeCroy

In two Pima County needs assessment projects we gathered needs information about health and social services needs among homeless youth in Tucson: the Homeless youth survey (2005)for the Tucson Planning Council for the Homeless, and the Access to a Pediatric Home for the Homeless Focus Group Study (2002*)*. The projects included interviews and focus groups as the main source of data collection to gather needs information from homeless youth. We worked with members of the Tucson Planning Council for the Homeless and the Homeless Youth Healthcare Coalition to assess barriers to healthcare and other resources. The ultimate purpose of the studies was to inform the process for more integrated and accessible services for homeless youth. **Key Staff:** Hilary Smith, Allison Titcomb, Craig LeCroy

OASIS Center for Sexual Assault and Relationship Violence program evaluation (University of Arizona). (2002-2003) During this two-year project we developed focus group protocols and key informant interview guides to assess the needs and perceptions of the Center among "consumers" and community collaborators. **Key Staff:** Allison Titcomb

References

1) **Client Organization/Contact person**
   Nevada Department of Health Services
   Debra Wagler, Health Program Manager for Real Choices Systems Change Project
   Bureau of Family Health Services
   3427 Goni Road, Suite 108
   Carson City, NV 89706
   Phone: (775) 684-3479
   Project Description
   Nevada Needs Assessment of Children with Special Health Care Needs. A statewide needs assessment regarding availability and accessibility of community based services for children and their families.
   Project Dates: August 2004-June 2005

2) **Client Organization/Contact person**
   Tom′as Leon, Executive Director
   Youth on Their Own
   Tucson, Arizona
   Phone: 520-293-1136
   Project Description: *Homeless youth survey* for the Tucson Planning Council for the Homeless. Surveys, focus groups, interviews to assess needs of homeless youth and conduct strategic planning.
   Project Dates: September 2004-present

3) **Client Organization/Contact person**
United Way of Tucson and Southern Arizona
Dan Duncan, Vice President, or LaVonne Douville, FFK Impact Director
Phone: (520) 903-9000
Project Description: *Consultation with United Way Impact Councils*. LMA staff work as contracted consultants to three Impact Councils to provide technical assistance in needs assessments, grant development, strategic planning, and evaluation.
Project Dates: 11/03- present

4) **Client Organization/Contact person**
Arizona Governor's Division for Substance Abuse Policy
Rudy Navarro
(602) 542-6004
Project Description/Project Dates: LMA has been involved with numerous projects for the Governor's Division for Substance Abuse Policy. The projects listed below included workshops and technical assistance in needs assessments and sustainability.

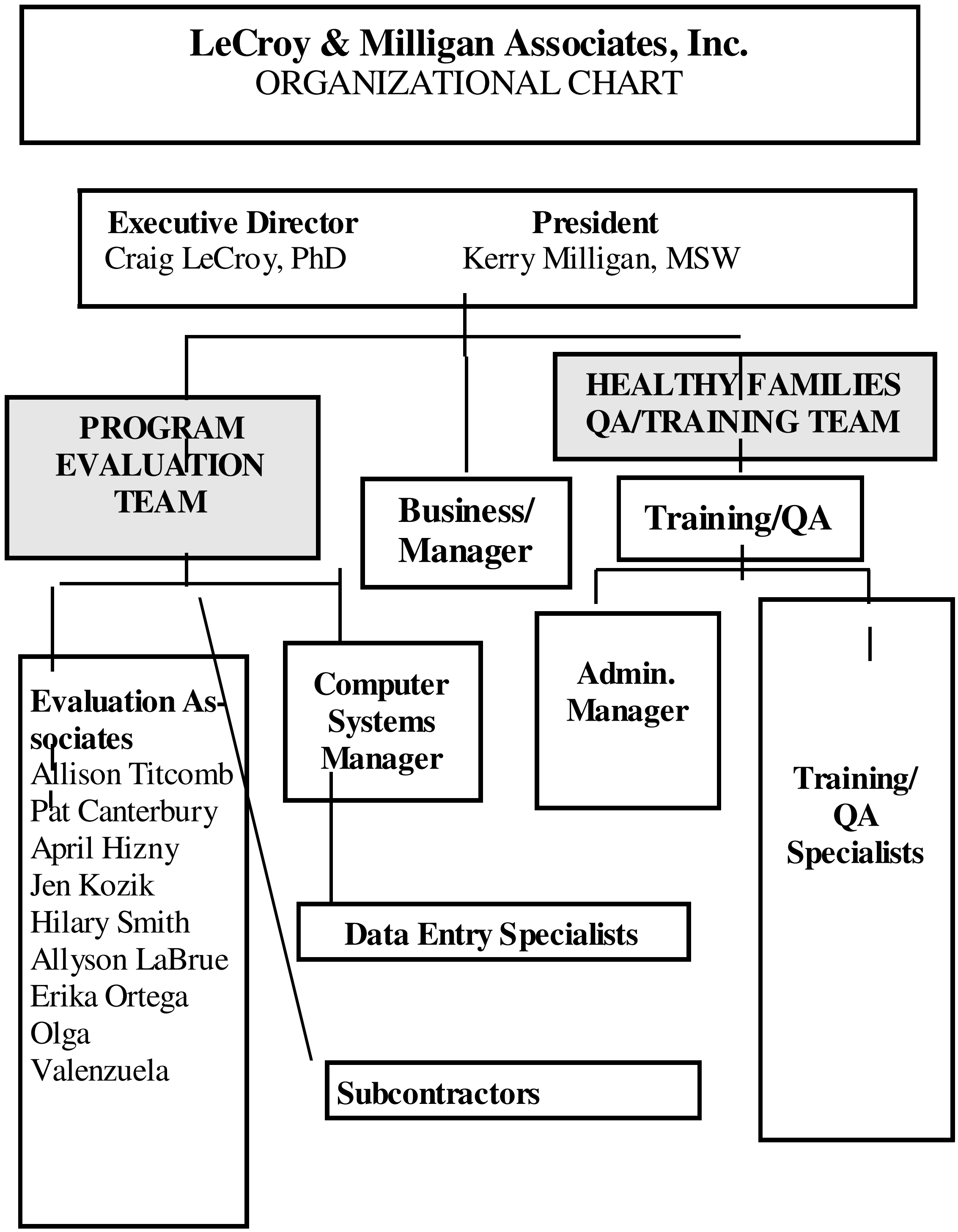
- *Youth Educating Parents Technical Assistance*: A project involving two grantees in two counties. The agencies were tasked to design and deliver unique prevention programs that involve youth educating parents about substance abuse. (2002-present)
- *Parenting for Youth Drug Prevention Programs Technical Assistance*: Similar in nature to the previous effort, this project involved six grantees in five counties. (2002-present)
- *An Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children*: This project included an assessment of the funded agencies capacity to participate in an evaluation, and the subsequent evaluation of those programs. Recommendations for future grant development and procurement were made. (work sample included in this proposal) (2000-2002)

Resumes of key personnel
Resumes of the following key LeCroy & Milligan Associates staff are attached.

Kerry Milligan, MSSW
Craig LeCroy, Ph.D.
Allison Titcomb, Ph.D.
Pat Canterbury, MPH
April Hizny. BA
Hilary Smith, MA
Cindy Jones BA, MIS
Allyson LaBrue. BA
Olga Valenzuela. BA

Potential Subcontractors:

- FMR Associates, Inc. Tucson, Arizona. Founded in 1981, FMR Associates, Inc. specializes in strategic research for the communications industry. We have used them for random-digit dial telephone surveys.
- Judy Krysik, Ph.D.



Note: The Project team leader is chosen from evaluators for each project, and supervises the project

Method of Approach—3.1.7. Needs Assessment

Needs assessments or needs analyses refers to the process of identifying and evaluating needs in a community, organization, or other defined population of people. This process often includes describing the "problems", but also the strengths and assets of a target population. LeCroy & Milligan Associates' seeks to include both the problems and assets focus in formulating objectives for needs assessments.

If the existing data sources about a social problem are either of low quality or non-existent, then it may be necessary to design a needs assessment study to: 1) document the prevalence of a problem; 2) describe the population with the problem; 3) determine if there is a need or demand for services among those who have the problem or need; 4) document and describe the strengths and assets related to the issue or population, 5) determine what type of services might be needed and resources that might exist to address it. Each one of these areas could be a study by itself and different approaches could be used both within and across each of these areas. The client's specific requirements for the information and the resources available to obtain the information ultimately determine the scope and objectives of the project.

For many needs assessments we would include four basic steps: 1) perform a "gap" analysis which includes employing methods to analyze the current situation and the desired or needed situation; 2) prioritize the identified needs; 3) identifying assets or opportunities related to the situation or needs; 4) identification of possible solutions and action steps.

LeCroy & Milligan Associates would develop a solid and feasible research plan and objectives based upon all of these considerations. An essential part of this process includes involvement and input from the major evaluation stakeholders for determining the scope of the plan. In addition to our team of evaluators, we may hire additional experts (on subcontract) if necessary to advise us on aspects of the plan.

In many respects, a literature review can be a main source of information for a informing and developing a needs assessment. It depends on whether the extent and nature of the problem has been well documented in the literature, and whether the client requires a comprehensive review of the social problem and the past strategies used to address the problem. Due to our company's expertise in many content areas such as substance abuse prevention and treatment, teen pregnancy prevention, child abuse and neglect, juvenile justice, youth development, health, and domestic violence, we have either collected literature, conducted reviews in these areas, or can quickly complete a literature review due to our familiarity with the content. Therefore, depending on the client's needs, our company is equipped to conduct anything from limited searches to comprehensive reviews.

For estimating rates and trends it is useful to obtain social indicator data from existing and reliable sources, such as the U.S. Census, national household surveys conducted by the government, or other reputable survey research organizations. The Internet has become a useful tool for obtaining these data quickly and efficiently. Whenever possible, it is important to obtain any locally generated data about the social problem and compare it to the national or regional rates to get the best estimates. The existence of reliable and valid data on the social problem, and how precise the estimates or projections need to be, determine whether other research strategies should be taken to obtain needs assessment information.

For conducting our literature reviews, we use Internet and library searches, and we obtain the most recent literature reviews and meta-analyses of research published in the program area (if available). A sample of the criteria we may use to select literature for inclusion in a review includes: 1) recency of publication; 2) whether the piece is considered to be a "classic" in the field; 3) similarity in programs/services/interventions so that cross-comparisons can be made; 4) research design; 5) type of sample used; 6) data collection instruments; 7) outcomes measured; and 8) analytic techniques.

For each project, we select a team of at least two evaluation staff to coordinate the needs assessment project, design a data collection and data analysis plan. The project manager will then tap our other staff as needed for selected tasks, for example, our Evaluation Assistant may complete a series of phone interviews, or site visits to collect survey data. A senior evaluator may be tapped to complete some complex data analysis if needed, and our Computer Systems Manager, skilled in data base development, may be tapped to create databases, manipulate data sets and so on.

The following outlines several of the major approaches for obtaining needs assessment information that LeCroy & Milligan Associates (LMA) has used:

Surveys and questionnaires

Surveys can be most useful for gathering input on knowledge, attitudes, beliefs and opinions in order to identify and prioritize community problems, to measure changes in attitudes, and to gain reactions and solutions to problems. Whether a phone, mail, online, or face-to-face survey is used depends on the resources available, and the amount and type of information to be collected. Response rates vary depending on the method used. For example, mailed surveys tend to have the lowest response rates while surveys performed over the telephone tend to have higher participation rates. Information gathered from surveys is only as good as the questions that are asked; thus, LeCroy & Milligan Associates gives significant effort to survey design. By carefully examining the population to be surveyed and the literature about best methods, we would develop the appropriate survey design, taking into consideration the following issues that might affect response: e.g. structured response items, open-ended response items, length of survey, wording, language, type of person administering it. We often pretest the questionnaire to help identify flaws in the question format.

Survey of Key Experts. Depending on the level of accuracy required, a survey could be conducted of "key experts" on the problem to get their perspectives about the nature and extent of the problem, needs or issue, and what is needed to either develop or enhance current service strategies. This is a quick and low-cost way to get information, and this strategy can be used in conjunction with other data sources to cross-validate information.

Survey of General Population. If there is minimal information about a problem then a survey of the general population could be employed which would require sampling techniques for generating a representative list of the population in question. Questionnaires are especially useful when the respondents must remain anonymous.

Survey of "At risk" Population. A survey of the population who are considered "at risk" for the problem could be conducted. For example, if the research question to be answered is whether Hispanic teens need more information about contraception, then a sample could be drawn of Hispanic families with children between the ages of 14-17.

Analysis of secondary data.

Another method of data collection is to use public records (e.g. national Census data, Vital Records, DES CHILDS data, JOLTs data, etc.) to find out the social indicators or demographics in the community. LeCroy & Milligan Associates has used all of these sources for various projects.

Qualitative Methods

Key Informant Interviews. In-depth interviews with the potential "clients" for the services can be useful for determining the nature of the problem, and ideas for program development and access. Community leaders or decision-makers could also be interviewed to determine what the perceived priorities and barriers are for service provision.

Focus Groups. Focus groups can provide similar information as the key-informant interviews. Focus groups allow us to explore information needs and preferences in more detail than can be obtained with a questionnaire, plus they have some advantages over one-on-one interviews. Focus groups are sometimes used in lieu of one-on-one interviews because we can get more information from a group in a shorter period of time and check the reliability of the information at the same time. Our focus group protocol consists of developing a set a primary questions to be asked of every participant with a secondary level of questions to insure maximum participation by everyone. We most often use two staff people conduct a focus group with six to eight people. One of the interviewers is primarily charged with taking notes. A challenging aspect of any type of interviewing is capturing what is said. The best option is to have the interviews recorded and then have the interview reviewed and/or transcribed later.

Community Forum

Another data collection option is to hold a community forum. A community forum involves holding a group event that may include the entire community. Forums can be used to increase visibility and buy-in to the issue at hand. A challenge with this method is to actually get a broad representation of the community to attend.

Review of documents and records. This data source can be used for gathering documentary such as reports, meeting minutes, articles, historical documents. This method allows for study of information that may reveal value-interest positions, political climate, public attitudes or trends. However, this source used alone can be limited because it requires access to a service agency's records, and is dependent on whether their data is complete and reliable.

Direct Observation.
We might use observation as a tool to examine experiences, language, activities of community or organization. Often helpful to combine this with other methods to add richness to data quality, e.g. key informant interviews, surveys. This method is most feasible in studying a "small entity" e.g. neighborhood or individual organization. Our staff have attended staff meetings, community events, task force meetings as a way to gain richer qualitative data.

Case Study
This needs assessment method provides in-depth information on a single unit, group or organization. Case study captures history, background, picture of present, indication of relationships between people, interpretations and reactions as well as facts about situation. LeCroy & Milligan Associates combined this method with interviews and document review in the study of the Arizona Positive Youth Development Initiative.

It is also feasible for our organization to guide communities or agencies through a process of assessing local or regional data in order to identify local needs and potential solutions. Oftentimes, agencies are asked to conduct a needs assessment and to base their program design or selection on those needs. This important step in program design is often ignored or overlooked in large part because it takes time and effort and an assumption is made that local program staff are equipped to carry out this activity.

A recent project completed by LeCroy & Milligan Associates utilized almost all of these needs assessment methods. In our Statewide Needs Assessment of Children with Special Health Care Needs (CSHCN) for the state of Nevada (2004-2005) , LMA is conducted several surveys and studies using multiple methods, including:

- *surveys of Nevada's medical providers* to provide information on their perception of CSHCN and their families
- *surveys and focus groups with parents* regarding their perceptions about availability/accessibility of services, most valued resources, barriers to services, and suggestions for improvement in services
- *key informant interviews, document reviews, and internet searches to develop inventories of all currently available government agency resources* for CSHCN throughout the State among state, county, and municipal service providers (including financial assistance programs, developmental services, direct services, and educational services)
- *inventories of private and nonprofit community resources, activities, and services, all mental health providers, all advocacy groups* available in each geographic area of the State by county
- an *inventory of service gaps*, including transportation in each geographic area
- *surveys (web-based, paper, and phone) of provider availability* in each geographic area (general medical, medical specialty, and physical/speech/occupational therapists) by county

- *socioeconomic breakdown of CSHCN* and their families and a quantitative description charting and/or graphing their geographical location within the state (using secondary source data).

This data was compiled, analyzed and formatted to provide a comprehensive report of needs and assets in the state of Nevada. Our activities included gathering data about governmental agency resources through a combination of Nevada state agency resource lists, internet searches, phone surveys and document review. A matrix database of services was created that listed resources by type of agency, targeted clients, region served, type of service, and eligibility/accessibility policies. The comprehensive list included such resources as regional and neighborhood health centers, children's hospitals, university programs and services, local health departments, school medical services, DSHS Disability Determination, development disability services, vocational rehabilitation services, Early Hearing Detection & Intervention, Program for Infants & Toddlers with Disabilities, Nevada Check-Up, Preschool Grants Program for Individuals with Disabilities. This type of information is important to collect and analyze by the geographic areas in order to assess the extent to which commonly sited barriers for CSHCN healthcare, (e.g., inadequate regional availability of hospital care,) exist in Nevada. This project will support the Nevada Department of Health Services in their Real Choices healthcare system strategic planning.

Data Analysis Plan

Part of the needs assessment research plan includes a data analysis plan which details the steps and methods for analyzing the data. The selection of methods depends on the following:

- The needs of the client (primary research questions and type of information needed)
- The type of the data collected (e.g. qualitative vs. quantitative, process or outcome),
- The sample size
- Project timeline.

Qualitative Data Analysis. If the data collected is primarily qualitative, then content analysis may be used to organize the data around the major questions or themes in the narrative, or text under analysis. In content analysis we develop a scheme to classify information, so that the evaluator can itemize themes, ideas, patterns. Classification schemes can be in the form of checklists, index cards, summaries, or spreadsheets.

We have several staff with experience in qualitative data analysis. The needs of the client drive the type of information that is provided through the qualitative analysis: raw data, description, interpretation, recommendations based on the data or a combination of all these things. The analysis strategies can be transcript-based, tape-based, note-based, or memory-based.

Quantitative Data Analysis.

The quantitative data analysis is driven by the research plan. We have a professional staff who are trained in a variety of descriptive and multi-variate inferential statistical techniques. While our staff has the ability to perform sophisticated analyses we only use the level that is most appropriate for the project. For example, it may be that more sophisticated methods could be used, but a more sophisticated level may not be needed or required by the client. Other considerations, mentioned earlier, are the type of data available for analysis. Sometimes, the data may be nominal or discrete, and do not lend themselves to sophisticated techniques. If the data is process data, then usually descriptive techniques such as frequency distributions, percentages, and central tendency statistics are used, for example, to describe the program population characteristics, report participation rates, and enumerate other program outputs.

For outcome data analysis, inferential techniques are used, and at a minimum the following steps are typically conducted by LeCroy & Milligan:

1) Clean the data (check for missing data and accuracies)
2) Determine the data distributions of the major variables for the analysis (i.e. frequency distributions, histograms, central tendencies, skewness, etc.)
3) Based on the results from previous steps, adjust the analytic plan so the analysis is appropriate to the data.
4) Create syntax for re-coding of variables if needed, for example to aggregate data, or re-code variables to address uneven distributions, etc.
5) Conduct major analyses based on type of data, for example, correlational or inferential statistics.

Assisting communities or organizations in prioritizing needs and in developing an action plan with measurable goals and objectives, and in evaluating progress toward objectives.

LeCroy & Milligan Associates highly values a collaborative approach in our work because quality evaluation or needs assessment is dependent on working effectively with many stakeholders. We believe it is extremely important to understand the perspectives and needs of program stakeholders and to engage them in the research and evaluation process to the greatest extent possible. We judge our success by how much the stakeholders use the information in decision-making, program or community development, and ultimately, in improving the lives of the people in the communities.

We often coordinate and facilitate planning meetings with client and community groups to clarify evaluation/needs assessment goals, determine strategy, and present findings. Some of the methods we use to work effectively with stakeholder groups include:

- providing logic model consultation and training to enable more clarity in defining goals, objectives and desired outcomes;
- facilitating periodic stakeholder meetings to discuss data collection, evaluate progress in the project, identify problems and solutions, provide interim results, and address program design and policy issues; and
- developing a variety of packages and presentations—such as fact sheets, overviews, executive summaries, technical reports, and workshops—to meet the informational needs of different stakeholders.

A recent example of these activities is our work with the United Way of Tucson and Southern Arizona. LeCroy & Milligan Associates is currently engaged in needs assessment activities with the United Way Impact Councils to inform the development of action plans and strategic directions and initiatives. Under this contract, we meet regularly with council directors and community volunteers to formulate needs assessment plans for four impact areas: after-school care for youth and school readiness, domestic violence programs, basic needs services, and senior care services. Work with each Impact Council is focused on defining goals and objectives for the year, assisting the group in defining action steps and timelines, and providing technical assistance throughout the implementation of the action plan. Our work with the First Focus on Kids Impact Council resulted in the successful application for a Early Learning Opportunity Act (ELOA) grant to develop a Quality Rating System (QRS) for early childhood centers. LMA staff are working with the grant planning group to design and implement the QRS in Pima County as well as potentially extending the approach to a statewide implementation of QRS.

Needs Assessment Reports and Presentations

Reports, data and other documents are prepared by the lead evaluator and go through an extensive review process by other evaluators, and the company principals. The Office Manager, skilled in word processing, and publications software, works closely with the evaluator to prepare clear, attractive and usable documents for dissemination. We consistently deliver both hard copy and electronic versions of reports and publications. Often we have prepared PowerPoint presentations for use by the client. Many of our reports and training materials are available on-line through our websites.

LeCroy & Milligan's general approach to report writing is to understand and respond to the information needs of the audience for the report. This will determine the scope and format of the report. We have written reports that vary in their technical nature, and sometimes, we produce several reports for one project that address different audiences. For example, we may write a comprehensive report that is considered the main report, and then we may produce a short report or executive report for policy-makers and the public. In other cases, we have written both a technical report that specifically details the analytic results, and a report for lay audiences that only summarizes and interprets the findings. In our summary of an assessment of substance abuse prevention programs for the *Evaluability Assessment and Evaluation Project* for the Governor's Office of Substance Abuse Policy, we formulated a theoretical framework of "evaluation readiness" around which to present results. This enabled us to present needs and assets in a strengths-based perspective.

In needs assessment reports it is often effective to present results graphically in tables, maps, or images. We use software such as ArcView or Excel to represent the data in graphical form. The pattern of the data variables to be displayed should determine which method to use. For example, if there are large differences in data by neighborhood, county or by region, a map could effectively "tell" that story. However, if the data breakdown is more complicated and related to variables other than geography (e.g., presence of specific advocacy groups), then charting by variable category may be more appropriate.

In general, needs assessment reports would include all of the following components:

- A description of the research objectives and methodology used in the needs assessment

- A description of the limitations and challenges of the study and research design
- How we constructed the sample and demographic characteristics of the sample
- The statistical analysis approach and results , including confidence intervals
- The major findings
- Implications and Recommendations for actions

Our preparation of presentations is based on the same considerations described above for reports. We have conducted presentations of needs assessment information and results that have included some or all of the components in above to a variety of audiences: our clients, policy-makers, program providers and participants in the needs assessment, advocacy groups, professional evaluators, national conferences, and the general public. Often a primary goal of the presentation of results is to help identify priority areas for future steps and actions. Our approach is to tailor the information based on the needs and expertise of the audience, and to use the following fundamental presentation techniques for engaging and maintaining the audience interest:

- An introduction that includes: The purpose and outline of the presentation.
- Identifying and linking information to the unique concerns of the audience
- Variation of presentation format, for example, lecture, visuals, hand-outs, and interactive techniques if appropriate.
- Professional format and display, PowerPoint, or overheads.
- If using graphs and charts, a display of the information in a simple, easy-to-read format.
- Facilitating the utilization and application of the information through discussion and follow-up.

Background Information/Work Samples
Examples of reports and projects can be found on our website, www.lecroymilligan.com., for example:

- *Nevada Needs Assessment of Children with Special Health Care Needs—final report*
- *Access to a Pediatric Home for Homeless Youth Report 2002*
- *Family Violence Assessment Project (2002)*